

Mayor's Accountability Report - released April 2015

	2012 Commitments	Department(s) Engaged	Progress as of April 2015	Action Steps Taken
	Classification Key for Progress <ul style="list-style-type: none"> • Done - if the commitment has been completed; • Implemented and Ongoing - if the commitment has been met, but requires continued attention to maintain; • Launched - if significant work has been undertaken to make good on the commitment, but it cannot yet be considered completed; • Incomplete - if the commitment has not yet been met; and • Reconsidered - if, upon further consideration, the commitment was better achieved through alternative means. 			
1	Make Good On Campaign Commitments: Nothing will restore confidence in City Hall faster than a Mayor who makes good on the commitments he or she made as a candidate.	Mayor's Office	Done	Mayor Weinberger understands that keeping his word, repairing and strengthening the City's finances, and getting stalled projects moving again are critical to restoring the public's trust in City Hall. This is why he has tracked every promise made on his campaign and the progress made toward fulfilling each of those promises in a way that makes it easy for the public to compare what has been said with what has been done.
2	Resolve Burlington Telecom (BT) Crisis, Ensure Competition: The Mayor's priorities will be to, first and foremost, stop further public investment in Burlington Telecom and minimize the cost of extended legal wrangling as much as possible. Further, he believes it is critical that competition with BT (or its successor) be preserved, that the possibility of long-term repayment of \$17 million be preserved, and, if possible, the continuation of a public role be preserved.	CAO, City Attorney	Done	At the beginning of January 2015, the City of Burlington and Citibank completed a Settlement Agreement in the BT lawsuit that had been reached in January 2014 and consistent with all the Mayor's 2012 campaign goals for BT. The Settlement Agreement resulted in the dismissal of the \$33.5+ million lawsuit for \$10.5 million (of which BT or non-City sources paid for more than \$9.5 million), plus a share of BT's future value and protects the taxpayers from any further financial harm. The agreement also ensures that BT's fiber optic system will not be removed or taken by the bank or a receiver, and gives the City up to four years to secure a new, long-term financial arrangement. This time gives the City the opportunity to secure a long-term BT resolution that preserves telecommunications competition within the City, and results in a continued public role and a partial repayment of the \$17 million over time.
3	Thorough Review of City's Internal Financial Controls: In Weinberger's first months in office, he will conduct a thorough review of all City management of money ensuring transparency, best practices in management, and proper safeguards so the public's dollars are secure.	CAO, Mayor's Office	Done	Mayor Weinberger and his Interim CAO began work on reviewing and improving the City's financial controls immediately upon taking office and the Administration has implemented numerous improvements including publishing monthly budget reports, eliminating the City's "cash pool" system, instituting a monthly review of the City's "sweep" account by the Board of Finance, adding a stipulation that internal loans require documentation and City Council approval, posting the City's entire general ledger online (updating daily) to improve transparency, and beginning the long-term process of adopting Commission of Sponsoring Organizations (COSO) controls. These efforts, and other management practice improvements, reduced the number of material weakness findings from 27 in FY12 to nine for FY14. The FY14 audit documents major improvements in the City's financial position, including the City's first positive General Fund unassigned fund balance since 2009. The "unqualified opinion" issued by the auditor represents the first such designation since before the BT crisis. The auditor found that the City's internal controls and financial practices have dramatically improved.
4	Address 10 Percent of Financial Problem through Savings with Annual Reporting: When Mayor Weinberger was a candidate, Burlington had at least \$80 million of unfunded obligations and potential liabilities for unfunded capital projects, including a \$50 million shortfall in Burlington's Retirement Fund, a \$17 million or more Burlington Telecom liability, and \$17 million of short-term airport garage expansion debt. Weinberger committed to addressing at least 10 percent of the problem through innovation and savings and to report on progress towards this goal annually.	CAO, Mayor's Office	Launched	In addition to the broad financial improvement the City has made since 2012, Mayor Weinberger's Administration has been making progress toward achieving \$8 million in savings and innovation efficiencies. In the FY13, FY14, and FY15 General Fund budgets, the City made technology improvements and cuts equal to at least \$1.3 million, while the Airport saved roughly \$2 million through cost reductions, energy efficiency, and bond refinancing across a similar period. The achievement of these savings was one of the reasons the City was able to avoid property tax increases in FY13 and FY14. The Fiscal Stability Bond, passed in November of 2012, resulted in FY14 savings to taxpayers and ratepayers of as much as \$600,000. The total savings in the past three years from these efforts represents close to \$4 million dollars in taxpayer savings, and some of these savings are permanent savings that will repeat in future budget years. In addition, the City also is in the early stages of a focused effort to save operating costs in our buildings. In FY14, we created the position of Capital Improvement Program (CIP) Manager, and the projects implemented by the CIP Manager in FY14 are expected to generate approximately \$70,000 in energy efficiency savings annually in the years ahead. This focus on energy efficiency investment will be complemented by data gathered in a City-wide facilities assessment survey and included in a 10-year capital plan that Mayor Weinberger will release in April 2015. The Administration expects to substantially exceed the long-term \$8 million goal in the years ahead through pension and health care reforms and technological innovations implemented by a new Chief Innovation Officer.
5	Pension System Promises Must Be Kept, Stakeholders Summit: As a bottom line, Weinberger believes promises made to current employees must be kept. Weinberger will convene a summit of the major stakeholders in the pension issue, including unions, Burlington institutions, property owners, and businesses to attempt to find consensus and negotiate a plan that benefits all constituencies by resolving the City's largest financial uncertainty. Given the magnitude of the problem, that consensus solution likely will require the voters to approve any funding mechanisms, and Weinberger will work with public employees to secure public support for a pension that serves all of Burlington.	CAO, City Attorney	Launched	Mayor Weinberger convened a Pension Summit on November 5, 2013 of Burlington Employee Retirement System (BERS) stakeholders. Following the Summit, the City Council created the Burlington Retirement Committee tasked with understanding BERS' challenges more fully, reviewing pension reform efforts in comparable communities, and developing consensus recommendations to address BERS' challenges. On October 22, 2014, the Committee released a report without dissent from any committee members that includes a recommended framework for the upcoming round of collective bargaining that, if successfully implemented, would stabilize BERS and result in substantial taxpayer savings. Collective bargaining with all four unions regarding pension reforms now is underway.
6	Manage Airport Finances Responsibly: Get the Airport back on stable financial footing.	BTV, CAO	Done	Under Mayor Weinberger's direction, the Airport refinanced short-term bond anticipation notes as permanent amortizing debt (reducing financing payments annually by about \$300,000 and eliminating the use of risky short-term debt), twice refinanced long-term debt for more favorable terms, increased revenue streams, added new service routes, and demonstrated a pattern of financial improvements, including meeting required debt coverage scores and fully funded required bond reserves. As a result of these efforts, Moody's Investors Service upgraded the Airport's bond outlook to stable in January 2014 and further upgraded the Airport's rating in November 2014, restoring the Airport to a security grade rating for the first time since 2010. The Airport has even been featured in <i>The Atlantic</i> as one of the most pleasant airports in the country from which to fly.
7	Bring City Communication into the 21st Century: Communicating with City government should be a two-way street, where citizens can access up-to-date information online and provide input in real time. Weinberger will have a much greater presence through social media and make the City website a more content rich and more effective tool for meeting the needs of our citizens.	All Departments	Done	In addition to an active Mayor's Office Facebook page and Twitter account, many City Departments now regularly use Facebook and Twitter, allowing for citizen input and City updates. Also, an aggregate City Twitter feed updates on the City's home page. To improve public access and community engagement, Mayor Weinberger also established Burlington's Open Data Portal BTVData (data.burlingtonvt.gov) and supported the transition of City Council agendas and documents to the new and more accessible BoardDocs platform. In addition, several City Departments now use SeeClickFix, an app allowing citizens to report neighborhood issues (e.g. potholes, unsafe sidewalks, code violations). In 2014 the entire City website was migrated to a new technical platform to improve the user experience and enhance the ability of City employees to add and manage web content.
8	Restore Trust: For every capital project, require a weekly status memo and one or two briefings each month.	All Departments	Done	Mayor Weinberger established a new protocol for tracking work underway on major projects across the City. Every two weeks, representatives from the Mayor's Office, Department of Parks, Recreation & Waterfront (DPRW), Department of Public Works (DPW), Department of Planning & Zoning (P&Z), Community and Economic Development Office (CEDO), Burlington City Arts (BCA), and project attorneys meet to provide updates and review the status of these major projects. Gathering the group together to discuss relevant issues has proven to be a far more effective and efficient approach than separate status memos or individual briefings.

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9	Restore Trust: Reorganize City government so the Mayor's Office plays a coordinating leadership role in supporting all City capital project planning, design, financing, and implementation.	All Departments	Implemented and Ongoing	Mayor Weinberger is highly focused on municipal capital investments and stewardship of the City's assets and has taken important, structural steps to lead and coordinate this work. Soon, the City will have completed its first 10-year capital plan in recent memory. The integrated capital plan is intended to better steward the City's assets, effectively prioritize investments, inform capital investment decisions, ensure tax-payer affordability, and generally improve the City's stewardship of its capital assets. The City is coordinating this planning with the School District to share capital resources when possible and ensure that overall capital bonding is affordable to Burlington property taxpayers. Mayor Weinberger established a new protocol for tracking work underway on major projects across the City. Every two weeks, representatives from the Mayor's Office, DPRW DPW, P&Z, CEDO, BCA, and project attorneys meet to provide updates and review the status of these major projects. The Mayor personally leads these meetings whenever possible. The Mayor also added much-needed staff capacity to ensure City projects were planned and executed efficiently - including staff to manage the City's Penny for Parks program to maintain and enhance City parks, the Capital Improvements Program to properly maintain City buildings, and a new position in the Clerk-Treasurer's office to ensure proper accounting of the different projects underway. The Mayor also successfully advocated for the Legislature to extend the investment period of the City's tax increment financing (TIF) districts, which are allowing the City to make much-needed infrastructure improvements in the waterfront and downtown without increasing residents' property taxes.
10	Diversity and Equity: Mayor Weinberger committed to celebrating our growing diversity and working to ensure it strengthens Burlington as a community.	Mayor's Office	Launched	In July 2012 with the Mayor's support, the Burlington City Council unanimously created a Diversity, Equity and Inclusion Committee to facilitate the development of a Diversity & Equity Strategic Plan. That report, the City of Burlington Diversity & Equity Strategic Plan was completed and accepted by the Council in October 2014. Mayor Weinberger established a Core Team consisting of City leaders and community members to implement the plan's 33 findings, 31 recommendations, and 49 action steps. These steps are intended to eliminate race-based disparities across all City departments, promote inclusion and engagement of all communities, and strive to eliminate race-based disparities in the greater Burlington community.
11	Implement Downtown Tax Increment Financing (TIF) District to Create Jobs and Investment in the Downtown: Weinberger supports the ballot initiative to approve up to \$10 million of TIF. In the hands of a prudent Administration, a downtown TIF will be a key tool for creating jobs, lowering the cost of housing, and building the downtown property tax base. The TIF District will give the Administration the ability to make public infrastructure investments often needed to leverage new private investment in the downtown.	CEDO, City Atty	Implemented and Ongoing	The Weinberger Administration's initial TIF focus was on the Waterfront TIF District and in securing regulatory changes to the state's TIF legislation. The Legislature passed those changes during the 2013 session and in March 2014, voters approved the Administration's \$10 million Waterfront TIF proposal. The Administration now is working to activate the first phase of the Downtown TIF District. Additionally, on Town Meeting Day in March 2015, the voters approved the Great Streets initiative that will allow us to use TIF funding to begin major new economic development activity to improve downtown sidewalks, street trees, and other public infrastructure.
12	Build the Champlain Parkway / Southern Connector: During construction, Weinberger will be focused on minimizing project disruptions to existing Pine Street businesses, exploring options for mitigating neighborhood impacts of increased traffic at key intersections, and continuing to pursue a connection to lower Battery Street.	CEDO, City Attorney, DPW	Launched	The City secured the unanimous approval of the City Council to move forward with the Champlain Parkway in October 2012, secured an Act 250 permit, resolved three of four Act 250 permit appeals, and created and secured funding for planning of the Railyard Enterprise Project to address unmet needs of the inherited Champlain Parkway design. The City currently is working to resolve the remaining appeal and working with the state to explore enhancements of the design the Weinberger Administration inherited to improve public safety.
13	Expand the Designated Downtown: Burlington's designated downtown is up for renewal. Weinberger will push for an expansion of the downtown zone to include the rail yards, Pine Street, and North Street so that investments in those areas of town will benefit from Vermont smart growth incentives.	CEDO, Church Street Marketplace, City Attorney, P&Z	Done	The City successfully pursued the Neighborhood Development Area designation in lieu of expanding the Designated Downtown. In March 2014, following state action and City Council approval, Burlington became the first City in the State to gain a Neighborhood Development Area designation. This designation, which includes North Street, the railyards, and part of Pine Street, achieves the same regulatory relief as a designated downtown designation. Depending on the outcomes of the planBTV: South End process, further expansion of the Designated Downtown or Neighborhood Development Area may be considered in the future.
14	Economic Development: Strong tourism and retail economy and infrastructure for getting people into a vibrant downtown.	CEDO	Implemented and Ongoing	Mayor Weinberger has sought to improve tourism, the retail economy, and existing infrastructure in and around the downtown through multiple avenues. CEDO, in partnership with the Burlington Business Association (BBA) and the Department of Public Works (DPW) has sought to modernize and improve the City's parking infrastructure - cited by local merchants as one of the most important obstacles to business in the downtown. The parking initiative will improve parking access, customer satisfaction, and the retail environment. Following extensive public process, the City Council approved the purchase of new, 21st century parking meters that allow credit card payment and flexible pricing. In the context of this renewed emphasis on supporting the downtown, new businesses like L.L. Bean are setting up in the City, and the Church Street Marketplace has a vacancy rate of less than one percent (down from a low point in 2009 of eleven percent). Mayor Weinberger supported the development of a new CCTA transit station to improve accessibility to and from the downtown. The transit station - under discussion for many years prior to the Mayor's election - is scheduled for a ground-breaking during spring 2015. Mayor Weinberger also has encouraged the continued efforts at the City, State, and Federal levels to make necessary improvements to rail infrastructure to allow Amtrak to once again serve Burlington directly and supported the growth and targeted advertising at the Airport to help it become an economic hub that serves the downtown well.
15	Initiate a Plan for the Railyards, and explore long-term relocation of industrial railyards.	CEDO	Launched	In 2012, in partnership with the Vermont Department of Transportation, the City secured funding and launched the Railyard Enterprise Project, an effort to redevelop land surrounding and potentially within the current railyard into a new street network connecting Pine Street and Battery Street. The City Council unanimously approved exploration of this new project, and the City now is working its way through the multi-year federal planning and implementation process.
16	Improve Efficiency Opportunities for Homeowners, Landlords, and Businesses: Weinberger will explore using the Property Assessed Clean Energy (PACE) program, which will be launching later this year, as an innovative new way for Burlington residents and businesses to invest in energy efficiency and renewable energy. At a time when public resources are stretched, PACE harnesses private capital to allow Burlington to further its clean energy goals without relying on public subsidy. Weinberger also will ensure City policies are conducive to energy efficiency improvements that are consistent with historic and community character and examine other ways to expand existing efficiency/weatherization programs.	BED	Done	The Burlington Electric Department (BED) now is offering residential customers the PACE Program, resulting in two completed PACE projects, another project underway in an owner-occupied, four-unit apartment building, and 36 loan offers out to customers. BED believes that PACE is an important option to encourage deep energy investments for the right customer, but the rules and costs make it hard to compete with current home equity loan options. Further, Vermont's PACE law has a number of requirements that limit the pool of eligible Burlingtonians. Participation is limited to 1 to 4 unit owner-occupied homes only, and requires (i) no more than a 90 percent loan-to-value ratio, (ii) participants' debt-to-income ratio with the PACE assessment must stay equal to or below 41, (iii) a non-refundable \$375 loan application fee, (iv) a 2 percent contribution to a loan-loss reserve fund, and (v) full underwriting. As part of the Home Energy Challenge, 104 homes were weatherized, Home Energy House Tours of homes with completed energy retrofits for over 110 participants were organized, and the City collaborated with the Partnership for Change to educate over 100 juniors at Burlington High School about home energy efficiency through their physics courses.

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17	Seek Innovative Proposals for Department of Energy (DOE) Grants: Burlington should capitalize on the community's ingenuity to develop innovative proposals for DOE grants.	BED	Implemented and Ongoing	BED recently was awarded a Demonstration of Energy-Efficient Developments (DEED) grant from American Public Power Association (APPA) to assist with a study that it is conducting with UVM. The purpose is to study and support environmental behavior change among the college population living off-campus. This will involve providing access to In-Home Devices (IHDs) for hundreds of students living off campus. The IHDs, coupled with educational outreach, will allow student renters to better understand how to take advantage of the smart grid and provide BED with foundational knowledge and information on how to best deploy and utilize IHDs among the larger community. One of BED's biggest residential energy efficiency challenges is addressing Burlington's large population of rental properties, and student rentals in particular. BED's participation in this study will help us to develop innovative and creative ways to engage this population. The UVM research team has recruited students and plans to begin a pilot program this spring and to fully deploy the IHDs in the fall. Through the work of Senator Bernie Sanders, BED also received a grant from the U.S. Economic Development Administration (EDA) to capitalize electric energy efficiency improvement loans for business customers that are repaid on the monthly electric bill. The loans are designed to create monthly positive cash-flow with no upfront expenses for participants. The program is called On-Bill Financing (OBF). BED has completed six loans using \$70,000 of the loan fund. There are 15 proposed projects in development that would utilize \$360,000 of the loan fund. The City also applied for, but was not awarded, a grant to install solar power on the roof of the Police Department. The City also was successful in 2012 in securing an IBM Smarter Cities Challenge Grant aimed at leveraging the City's electrical advance meter system and reducing the City's greenhouse gas emissions.
18	Energy Efficiency: Ensure City policies are conducive to energy efficiency improvements that are consistent with historic and community character.	BED, CEDO	Implemented and Ongoing	The City has made policy adjustments conducive to energy efficiency improvements, including implementing a SmartGrid system for BED customers (the Energy Engage web portal tool) to identify and address costly periods of high energy use. The City also has made adjustments to the permitting process to be more responsive to community needs, developing a "Solar Checklist Application" to facilitate renewable energy initiatives. Since the release of the Solar Checklist Application at the end of February 2014, this document has been used on 10 solar installations, including one being a single family home. The City also has stringent historic preservation requirements, which currently are being reviewed by the Planning Commission with the intent to bring forward changes that preserve the integrity of historic preservation while balancing the need for more energy efficient improvements.
19	City-Wide Energy Efficiency Improvements for City Buildings: Weinberger wants to reduce the energy costs of running the City, which would save taxpayers money and cut the City's carbon emissions. Weinberger committed to completing an energy audit and efficiency plan for all City-owned buildings. That plan will explore the use of innovative approaches, such as Energy Savings Performance Contracts (ESPCs). ESPCs allow energy efficiency investments to be paid for using guaranteed energy savings, providing no exposure to taxpayers. While typically used for larger buildings, ESPCs could be used City-wide. Weinberger also will examine other ways in which to expand existing efficiency/weatherization programs.	BED, CEDO	Implemented and Ongoing	Of the many different capital improvement projects completed since Mayor Weinberger hired a Capital Improvements Project Manager in January 2014, nine energy efficiency projects with a total cost of \$662,000 offset by rebates of \$25,000 will save taxpayers approximately \$70,000 annually. These projects were completed with the existing and previously underutilized budget for capital improvement. As part of the improvement work, the City has conducted assessments of all City buildings, sidewalks, garages, and other municipal capital assets to help form the foundation of Mayor Weinberger's 10-year capital plan. The capital plan will provide the City with a schedule to make efficient reinvestments in its infrastructure. In addition to planning for capital reinvestments, City Departments have improved preventative maintenance protocols to reduce future capital costs.
20	Improve Solar and Hot Water Energy Installations: The City and many of our residents are spending more than we should on heat and electricity, and we are lagging behind other Vermont communities with respect to solar hot water and solar electricity installations. Weinberger will order a review of the City's code and permitting processes to ensure they support efficiency and small scale renewable energy initiatives, particularly solar PV and solar hot water. The costs and unpredictability of the City's electrical inspection and permitting process have stifled local, small-scale net metered and hot water installations. Weinberger will work to make it easier and more intuitive to get appropriate City permits.	BED, CEDO, DPW	Implemented and Ongoing	The Weinberger Administration has taken a number of steps to promote solar and hot water energy installations. To encourage solar installations, the City waived building permit fees for solar installations from November 2012 - November 2013. Consistent with Public Service Board (PSB) rules, the City no longer requires a zoning permit for residential solar installations where those installations have secured a Certificate of Public Good (CPG). Further, after numerous stakeholder meetings, the City instituted a new self-certification process intended to reduce structural engineering costs for rooftop residential solar installations. The City has made technology adjustments conducive to solar development by utilizing BED's smart grid system to reduce interconnection barriers and make solar generator performance data available for BED customers through the Energy Engage web portal tool. BED presently is evaluating new rate designs that can utilize the smart grid network to further unlock solar generation value for customers. BED also has reviewed solar potential on all City properties and has moved forward with installations at the Airport and its Pine Street offices. As part of BED's move toward distributed generation and smart grid, BED is partnering with students in the Energy System Transformation class at UVM's Rubenstein School of Environment and Natural Resources to assess possible incentive programs for encouraging residential and commercial customers to install solar and couple the installations with energy storage technologies.
21	Receive Monthly Update on Law Enforcement: On relevant crime and police activity.	BPD	Implemented and Ongoing	Mayor Weinberger has established a protocol of monthly meetings with the Police Chief focused on law enforcement issues. The Mayor and Chief review public safety statistics, discuss emerging trends and issues, and consider long-term plans to engage residents across the community and improve the quality of life in the City.
22	Weekly Update on Criminal Activity	BPD	Implemented and Ongoing	Mayor Weinberger receives a weekly report on crime incidents from BPD that includes a snapshot of the current week, a review of year-to-date statistics, and a comparison of the same time period from prior years. The implementation of the Valcour Computer Aided Dispatch and Records Management System and the hiring of a new crime analyst at BPD in spring 2014 improved the Mayor's access to weekly reports.
23	Respond to Letters from Schoolchildren	BSD	Implemented and Ongoing	After an Edmunds Elementary student put him on record on this topic at a campaign event, Mayor Weinberger has made a point of responding to the letters he receives from schoolchildren and has hosted school classes in the Mayor's Office or in City Hall's Contois Auditorium on many occasions.
24	Expand School Resources by Developing and Deepening Community Partnerships: The best hope for new resources to enhance the work of our schools is through establishing new, innovative partnerships. Weinberger would also advocate for and support "City-wide learning" opportunities for students throughout the City through service learning opportunities, by utilizing our City Departments such as Parks and Recreation, partnership with our cultural institutions, and encouraging our lake and other public resources to be 24-7 "classrooms." In coordination with the School District, Weinberger would focus CEDO and the Mayor's Office on seeking opportunities to develop new, education-focused partnerships.	BSD, CEDO, Mayor's Office	Implemented and Ongoing	Mayor Weinberger announced a major new early childhood education initiative focused on children ages 0 - 5 in February 2015 after more than a year of groundwork to research national models and map the landscape in Burlington. The effort reflects advances in brain development research in recent years and the successful experiences of other cities in addressing the challenges of children born into poverty. The effort, the Burlington Early Learning Initiative (ELI), is focused on improving kindergarten readiness for Burlington children, reducing special education and other public spending over time, and breaking the cycle of multi-generational poverty. Separately, prior to the Mayor's 2012 election, the Burlington and Winooski School Districts received a 3.5 year grant of more than \$3 million from the Nellie Mae Foundation to remodel their high school curriculae through an initiative known as the Partnership for Change. The Mayor has worked to support the Partnership for Change's mission and the initiative's efforts to secure an extension of the grant funding in many ways including: relocating the Mayor's Office to the Burlington High School to focus attention on the Partnership for Change; participating in and hosting community conversations about the Partnership; appointing a close advisor to the Partnership's Steering Committee; and personally meeting on multiple occasions with senior Nellie Mae officials about the grant. The Mayor has established the Mayor's Youth Advisory Council, engaged the Year-End Studies (YES) program by supporting an experiential learning course examining the City's waterfront, supported student planning and moderating of City events, and established the successful City Hall Internship Program. Recognizing the critical intersection of school finances and our community's financial health, the Mayor acknowledged the school's financial challenges and offered to provide appropriate assistance. The Mayor looks forward to continuing to work with the new Superintendent to explore additional partnership opportunities.

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25	Use Mayor's Office to Focus Attention on Progress and Challenges in the Schools: The Mayor has a unique opportunity and responsibility to focus the attention of the public on schools issues. Weinberger would relocate the Mayor's Office to one of Burlington's schools for a week and hold meetings there with students, the public, City Councilors, state and legislative leaders, and the congressional delegation to showcase progress in that school, listen, and give policymakers the opportunity to witness directly the challenges and opportunities our educators are facing. In addition to being directly engaged himself, Weinberger would also establish one of his senior staffers as a liaison to the School District and School Board on education issues.	BSD, Mayor's Office	Done	Mayor Weinberger relocated the Mayor's Office to Burlington High School (BHS) the week of March 18, 2013 and held meetings at the school with students, City and State elected officials and educators, including Governor Peter Shumlin and Speaker of the House Shap Smith. Mayor Weinberger also hosted a business roundtable and a town hall meeting closing ceremony at BHS, joined students and teachers in their classrooms, convened a Youth Advisory Council lunch, met with students and community members in the BHS cafeteria, met with UVM President Tom Sullivan at BHS, rode the bus to school one morning, and even got some exercise participating in pitchers/catchers practice. The Mayor has continued to be outspoken on education issues, including his active role advocating for statewide education finance and governance reforms. Mayor Weinberger appointed one of his senior Mayor's Office assistants to serve as his liaison on the Partnership for Change Steering Committee and the School District, roles she has continued to serve in as the Mayor's representative since leaving City employment.
26	Play a Leadership Role in the Planning and Implementation of School Capital Projects: The City Charter gives the Mayor authority to partner with the School District in the planning and implementation of school capital projects. As Mayor, Weinberger would use this authority to ensure that 1) all our children's needs are met, 2) school planning is coordinated with the City's overall spending and borrowing limits, and 3) capital projects are managed in coordination with other Departments so they are built as efficiently as possible. In a time of strained local budgets, school capital needs must be integrated with overall City financial planning. Further, as Mayor, Weinberger would reorganize City government, so the Mayor's Office plays a coordinating, leadership role in supporting all City capital project planning, design, financing, and implementation.	BSD, Mayor's Office	Launched	In his 2014 State of the City address, Mayor Weinberger called for the creation within one year of a 10-year capital plan for all City assets, including the schools. This major effort is underway and the plan will be released in April 2015. Further, the Mayor also reached out to the School District to encourage the schools to engage in joint capital planning with the City, and in March 2015 the City and school district had its first joint capital planning meeting. Mayor Weinberger supported the use of Penny For Parks funds to renovate the Leddy Park softball field in part so the BHS softball team could have a reliable field and is supportive of exploring further joint schools and community investments. Mayor Weinberger has reorganized the City government so that the Mayor's Office plays a central, persistent, and ongoing role implementing capital projects through the management efforts described in #8 above.
27	Manage Airport Finances Responsibly: Resist dramatic fee increases on the airlines BTV needs to be a viable Airport.	BTV	Done	Under Mayor Weinberger, the Airport has pursued a new policy of carefully negotiating much needed new revenues from the airlines, while also improving relationships with the airlines and preserving service. To date, this strategy has resulted in increased airline revenue over two years and, at the same time, secured the restoration of direct Delta Air Lines service to Atlanta in June 2013 and new direct air service to Orlando/Sanford with Allegiant Air in February 2014.
28	Manage Airport Finances Responsibly: Efficient and professional parking garage management.	BTV	Done	While Weinberger served on the Airport Commission, he and other commissioners questioned the City's practice of collecting \$250,000 for management of the Airport garage. In 2012, the Federal Aviation Administration (FAA) also questioned this practice. Under Mayor Weinberger's guidance, the methodology determining the parking garage management fee was re-evaluated and resulted in reducing the management fee to \$50,000 annually (supported by market information). In addition, technology was added to the Airport parking garage that allowed for better management of resources and revenue.
29	Manage Airport Finances Responsibly: Increase Airport's Canadian presence.	BTV	Done	The Airport has pursued annual advertising campaigns in Canada, used Airport dollars to leverage additional State dollars to expand business activity, and pursued a sustained initiative focused on Sherbrooke to increase passenger traffic. The annual advertising campaigns have involved multiple trips to Canada, as well as an electronic media effort. The focus on Sherbrooke has involved meetings with the Sherbrooke Mayor and other City officials and the assistance of a consultant to best increase the Airport's profile in that community. The Airport has seen a dramatic increase in the number of website click-throughs recorded on marketing statistics for French translated ads.
30	Manage Airport Finances Responsibly: Reduce financing costs through collaboration with the State.	BTV	Done	The Airport has twice refinanced its existing debt, lowering annual debt service payments by approximately \$500,000 a year since Mayor Weinberger took office. The Airport explored the possibility of completing these refinancings in partnership with the State's Vermont Municipal Bond Bank, however, as a result of the Airport's improved financial stability, the goal was achieved through direct placement of revenue bonds by the Airport.
31	Link Municipal Property Tax Rates to Pace of Wage Growth	CAO	Done	With voter approval, Mayor Weinberger has raised the General City tax rate only once in the three budgets he has passed and is not planning to raise the General City tax rate in the FY16 budget his Administration is developing. Over that time frame, the increase in the General City rate has been under 1.5 percent on an annualized basis. The main driver of municipal property tax increases has been rising pension system costs, and the Mayor has made addressing this issue a high priority in the collective bargaining round now underway (the first full bargaining round of the Weinberger Administration).
32	Define the Financial Problem: In contrast to the pre-2012 Administration, Weinberger will define the extent of the City's financial problems.	CAO, Mayor's Office	Done	The Weinberger Administration has been very frank and clear about the City's financial challenges and focused on solving them. Examples of this include the very public discussion of the City's acute over-reliance on short-term debt and related voter-passage of the Fiscal Stability Bond, the Mayor's open letter explaining in detail his financial reasoning for choosing not to pursue the Kiss Administration's Moran redevelopment plan, the 2014 State of the City discussion of the need for a 10-year capital plan, and the settlement of the BT lawsuit with Citibank. Through a number of efforts, including refinancing of outstanding obligations at more favorable interest rates that will generate substantial savings for Burlingtonians over the long term and settling the BT lawsuit, Mayor Weinberger has worked to stabilize the City's finances and save taxpayers' money.
33	Work to Enhance and Recruit our Creative Economy, Increase Marketing of Burlington, and Build on the Success of Business and Non-Profit Employers through Aggressive Promotion of Burlington as a Hub of Creative Enterprise	CEDO	Launched	The Weinberger Administration, with tremendous support from the community and the selection of Burlington as a U.S. Ignite City by the White House-led U.S. Ignite Initiative, formed the BTV Ignite Advisory Committee to promote Burlington's characteristics that make it a natural hub for creative enterprise - the capacity for City-wide gigabit access, density of research and education networks, vibrant tech business culture, local institutions' core capabilities in important research areas, a community with an intense entrepreneurial mindset, and an enviable quality of life. Mayor Weinberger also has supported the creation of additional marketing positions to support the City's Airport and Department of Parks, Recreation & Waterfront, recast the role of the City's community engagement specialist to make the position more effective, supported a more substantial social media presence for City Departments, improved the City's web platform to make it easier for the public to access City information, launched an Open Data Portal, and reached a mediated settlement to resolve the cloud of litigation related to BT. Mayor Weinberger also has moved to support this work through the restructuring of CEDO to better serve the community and support economic development and spent time engaging directly with business owners in Burlington. New businesses are moving into the City, and the Church Street Marketplace has a vacancy rate of about one percent (down from a low point in 2009 of 11 percent). Mayor Weinberger supported the development of the Generator space in Memorial Auditorium to help provide new opportunities for entrepreneurs, creatives, and artists, an approach that follows the successful "Maker" strategy employed by other cities.
34	Seek a Long-Term Commitment to Burlington from Lake Monsters without Using Taxpayer Resources	CEDO	Done	Just after Mayor Weinberger took office in April 2012, the Lake Monsters and UVM signed a 20-year lease that will keep the Lake Monsters in Burlington for the foreseeable future. Since 2012, the Lake Monsters have invested approximately \$2 million of private resources in the ballpark, including in fan-friendly amenities such as new seats, a beer garden, a modern jumbotron. The 20-year lease and related investments have precluded the need to pursue a ballpark TIF district to keep the Lake Monsters in Burlington.

	2012 Commitments	Department(s) Engaged	Progress as of April 2015	Action Steps Taken
35	Economic Development: Reorient Burlington's economic development office to deliver improved access to capital and access to the abundant workforce being turned out by Burlington's colleges and UVM.	CEDO	Launched	As part of the FY15 budget process, Mayor Weinberger tied a portion of CEDO funding to the growth in the City's grand list to help sustain the Department's broad, multifaceted mission. Mayor Weinberger also created the BTV Ignite Advisory Committee to support and promote Burlington's characteristics that make it a natural hub for creative enterprise - the capacity for City-wide gigabit access, density of research and education networks, vibrant tech business culture, local institutions' core capabilities in important research areas, a community with an intense entrepreneurial mindset, and an enviable quality of life.
36	Community Development: Redevelop the City's Gateway block.	CEDO	Launched	Under Mayor Weinberger's direction CEDO has invested significant effort into exploring possible redevelopment plans of both Memorial Auditorium and the Gateway parking lot. The City has completed a facilities assessment of Memorial Auditorium, commissioned a study of BCA's current and future spatial needs, and commissioned an analysis of parking issues regarding redevelopment of this block. Mayor Weinberger intends to open redevelopment of the Gateway block to a competitive process once these studies and other preparatory work are complete.
37	Support the Return of Amtrak Service to Burlington: Weinberger will strongly support the efforts of the State of Vermont and the federal delegation to restore Amtrak service to the downtown.	CEDO, DPW	Launched	Mayor Weinberger has supported the return of Amtrak to Burlington and engaged State and Federal lawmakers on the issue. Since March 2012, the federal government has committed \$8.9 million in grants to support the rehabilitation of railroad connections along Vermont's western corridor. The total project cost of about \$18.5 million is intended to reduce shipment costs, improve freight traffic speed, and enable the future development of Amtrak service between Rutland and Burlington. The Weinberger Administration continues to advocate for the remaining work to be funded.
38	Unleash Potential of the West Side of Pine Street: Break the regulatory paralysis that has impacted properties abutting the Barge Canal Superfund site for decades, build the proposed Champlain Parkway, and explore long-term relocation of the industrial rail yards.	CEDO, DPW, P&Z	Launched	The City's progress under Mayor Weinberger regarding the Champlain Parkway and creation of the Rail Yard Enterprise project are documented in goals #12 and #15 above, respectively. The City has been working with the owner of 453 Pine Street and the Vermont Department of Environmental Conservation to explore the potential redevelopment of this pollution impacted site. Further the City's Department of Planning & Zoning also has launched planBTV South End to define a comprehensive vision for the South End. The outcomes of this planning effort will guide further efforts to reuse the Barge Canal site.
39	Support New and Existing Small Business along Pine Street	CEDO, DPW, P&Z	Launched	New businesses, like Arts Riot, the relocated Citizen Cider, Wind and Waves, and Feldman's Bagels, are flourishing on Pine Street, and the City is undertaking important planning and infrastructure projects to make sure these new and existing businesses have the necessary foundation to build on this success. Since Mayor Weinberger took office in April 2012, the City has made important pedestrian safety and accessibility improvements, including new sidewalks, crosswalks, and "rapid flashing beacons." Building off the success of its planBTV: Downtown & Waterfront, the City's Department of Planning & Zoning also has launched planBTV South End to define a comprehensive vision for the South End with broad public participation that will allow the City and community to proactively prepare and shape the expected continued growth of the area. In addition, the City secured in October 2012 the unanimous approval of the City Council to move forward with the Champlain Parkway, secured Act 250 permit, and resolved three of four Act 250 permit appeals. The Mayor also has worked to create and secure funding for planning of the Railyard Enterprise Project to create a connection between Battery Street and Pine Street. With the AARP, the City sponsored an Active Living by Design workshop in the South End to engage the community on the vision for Pine Street's future.
40	Fix Zoning Rewrite Error that has Blocked New Downtown Housing: Over the warnings of the housing community, the zoning rewrite that was adopted in 2007 added an unusual regulation, requiring all substantial development projects in the downtown to be at least 50% commercial space. More than four years later, it is clear that this provision is hurting the downtown and increasing the cost of housing and should be removed.	CEDO, P&Z	Done	In September 2013, the City Council voted unanimously to overturn the unusual regulation that all substantial downtown development projects must include at least 50% commercial space. Mayor Weinberger called the action "An important step forward for housing affordability and new housing options in Burlington. By eliminating the '50-50' provision, the Council rescinded what amounted to a prohibition on new housing in the downtown and took one of the concrete steps toward housing affordability called for in planBTV." Mayor Weinberger had actively opposed the creation of the "50-50" limitation and called for its rescission while running for Mayor.
41	Support planBTV's Effort to Create New Consensus on Shape and Future of Downtown: Modern form-based zoning allows communities to agree on what they want the downtown to look like and to craft predictable regulations to see their vision implemented. Such zoning has been used successfully in communities around the country, but was ignored during the more than \$500,000 Burlington zoning rewrite. The City continues to have a permitting system that is unpredictable and problematic for builders and neighbors alike.	CEDO, DPZ	Done	After more than two years of work and 18 months of public outreach and comment, the City Council unanimously adopted planBTV: Downtown and Waterfront Master Plan at their June 10, 2013 meeting. planBTV included a recommendation of implementing a form-based code in the downtown and waterfront area. On October 20, 2014 the City Council voted unanimously to create a joint committee with the Planning Commission to create a Form Based Code to "promote and advance new infill development and adaptive re-use in the downtown and waterfront areas that reflects Burlington's character and sense of place while taking advantage of limited opportunities for new development at modestly larger scales and densities where appropriate."
42	Create Mayoral Permit and Inspection Task Force to Review Burlington's System with Goal of Reducing Housing Maintenance and Operations Costs and Encouraging Property Investments: The historic preservation of Burlington is important and must be balanced with the use of 21st Century building materials, such as cement-fiberboard and energy-efficient windows that reduce operation costs. Too many homeowners in Burlington have problematic experiences obtaining permits for home improvements and working with Burlington's inspectors; some homeowners avoid investment altogether. The Weinberger Administration will create a Mayoral task force within the first month in office to review the permitting and inspection system, and will recommend improvements within six months.	CEDO, P&Z	Incomplete	Certain changes to the permitting and inspection system occurred early in the Weinberger Administration, including adding a second building inspector to be more responsive to the public, improving the important integration between the City's permitting system and its land records, and revising the permitting process for residential solar panel installations. However, the Weinberger Administration decided that a comprehensive permit and inspection review could not be completed on the initially projected timeline because of the resources and multi-Departmental commitment needed to do this effort effectively. Mayor Weinberger's Housing Action Plan submitted to the City Council in the fall of 2014 includes a commitment to a comprehensive permit reform review, and Mayor Weinberger has publicly committed to including \$100,000 in the FY16 budget for an analysis of how to improve the City's permitting system.
43	Reducing Maintenance, Improvement, and Operating Costs of Burlington Homes	CEDO, P&Z	Launched	Mayor Weinberger has advanced initiatives on multiple tracks to reduce the cost of owning a home in Burlington. The City has made policy adjustments conducive to energy efficiency improvements, including implementing a SmartGrid system for BED customers (via the Energy Engage web portal tool) to identify and address costly periods of high energy use. This can lead to substantial savings for Burlington residents and BED customers. As part of the Home Energy Challenge, Burlington helped weatherize 104 homes, conducted Home Energy House Tours of homes with completed energy retrofits for over 110 participants, and worked with the Partnership for Change to educate over 100 juniors at Burlington High School about home energy efficiency through their physics courses. BED is currently reviewing its energy efficiency efforts to expand the impact of these programs to more Burlingtonians.
44	Create Additional Housing Options in the Downtown Consistent with Burlington's Downtown Character: The creation of housing options in the downtown core would: 1) lower the cost of housing throughout the City; 2) create better housing options for childless households; 3) return single-family homes throughout the City to the use for which they were built; 4) add to the property tax base; and 5) bring new residents and vibrancy to the downtown.	CEDO, P&Z	Implemented and Ongoing	The Weinberger Administration has completed numerous steps towards achieving this goal including: securing unanimous City Council passage of the planBTV: Downtown and Waterfront Plan that focused on the need for additional downtown housing; removing the "50-50" commercial requirement from the zoning ordinance that was acting as a near prohibition on downtown housing; creating the state's first Neighborhood Development Area to secure Act 250 relief for new housing in and near the downtown; securing City Council passage of an agreement with Champlain College to convert two vacant lots into substantial new downtown housing; and commissioning the spring 2014 Downtown Housing Strategy Report. This report documented that on average, Burlingtonians spend 44 percent of their income on rent, a very high figure compared to other cities. In response, the Weinberger Administration proposed in the fall of 2014 a 18-Point Housing Action Plan to continue the work towards this critical goal.

	2012 Commitments	Department(s) Engaged	Progress as of April 2015	Action Steps Taken
45	Establish Future Leaders Program: Weinberger will develop an internship program for City student residents within the Mayor's Office and other City Departments to cultivate new leadership and foster innovative ideas from our young, bright minds.	CEDO, Mayor's Office	Done	As part of Mayor Weinberger's efforts to increase youth engagement and participation in City government, his Administration began the City Hall Internship Program in the spring of 2013 with a pilot program of five interns. The program complemented work already underway with the Mayor's Youth Advisory Council, a group composed primarily of high school students with an interest in City government, and a new initiative to connect with area college and university students through the College Leadership Council. The pilot internship program was a clear success, bringing new energy to City Hall and expanding the City's capacity to analyze and address Burlington's challenges. We received continuous positive feedback from both the interns and the community partners with whom they worked. With over 40 applications for 10 spots in the summer of 2013, and a number of City projects that could benefit from additional support, we expanded the City Hall Internship Program to support 15 interns serving in a variety of City Departments. For the summer of 2014, the City had over 50 applicants for those 15 spots and welcomed college students, high school students, and one middle school participant to work on projects including Continuum of Care homelessness research, diversity and equity, veterans issues, and early childhood education program analysis.
46	Actively Partner and Negotiate with City Colleges to Ensure that New Student Housing Creation Exceeds Student Body Growth: The creation of student housing frees up apartments and single-family homes throughout the City to be returned to the use for which they were originally built and reduces overall housing costs through increased supply. Further, well-planned student housing reduces conflicts between students and families.	CEDO, Mayor's Office	Implemented and Ongoing	The Administration has worked with both UVM and Champlain College to meet this goal. The Administration secured an agreement with Champlain College to redevelop an underutilized downtown site to be Eagles Place, well-managed, purpose-built student housing that will free up housing in City neighborhoods and reduce quality of life concerns. UVM has committed to rebuilding its dated "shoebox" dorms on Central Campus to include approximately 200 new beds. In the current draft of the City's Housing Action Plan, the Plan sets a goal of reducing the number of students living off-campus in historic residential neighborhoods from about 3,000 to about 1,500 through new on-campus beds and several additional projects, like the proposed Eagles Place project.
47	Write a New Chapter of Collaboration with Pioneering Housing Non-Profits: The Weinberger Administration will lead a collaborative and comprehensive review of the City's housing efforts and issue a new local affordable housing plan within one year of taking office.	CEDO, Mayor's Office	Done	Although this goal took longer than one year to reach, the Weinberger Administration has issued two major housing documents: the Downtown Housing Strategy Report of May 2014 and the draft Housing Action Plan of November 2014. The Housing Action Plan was the subject of discussion at the City Council's CDNR Committee through March 2015 and is expected to be considered by the full City Council in April 2015. The Downtown Housing Strategy Report found an "affordability crisis" in Burlington. Increased housing costs in Burlington's downtown have risen to levels far higher than in similar cities. The Housing Action Plan commits the City to the aggressive leadership of low-income housing preservation and creation that has done so much for Burlington over the past three decades, including proposing the expansion of the Housing Trust Fund. The Housing Action Plan also includes new strategies for addressing homelessness and highlights the need to support the creation of non-subsidized housing in Burlington, as well.
48	Targeted Outreach on Major Issues: To make sure seniors, New North Enders, New Americans, and others are included in downtown events and City opportunities.	CEDO, Mayor's Office	Implemented and Ongoing	In addition to holding weekly coffees in the New North End, frequent visits to area senior centers, New American events, and the City's cultural centers personally, the Mayor directed the City's Community Engagement Specialist (CES) to prioritize spreading information about City events and opportunities to serve on City Boards and Commissions, as well as to bring infrastructure and livability concerns back from the community to address within appropriate City Departments. This is accomplished through the Neighborhood Planning Assemblies, monitoring exchanges on Front Porch Forum, the Neighborhood Buzz, and increasingly robust social media tools. The CES also has drafted a new Burlington Public Engagement Handbook for City Departments to reference when launching any new initiative. Under Mayor Weinberger's direction, the City has also reinvigorated the Mayor's Advisory Committee on Accessibility, which focuses on accessible infrastructure, programming, and City services but had lain dormant for many years. It includes representatives from AARP, Howard Center Mental Health Services, and the Church Street Marketplace, among others. The Mayor also has partnered with AARP, Local Motion, environmental groups, affordable housing organizations, and public health advocates to build a coalition to advance efforts to improve the City's pedestrian and bike infrastructure and to make the City's housing options more supportive of a walkable and livable community for all ages.
49	Community Development: Recruit and support socially responsible businesses.	CEDO, Mayor's Office	Launched	A critical component of the BTV Ignite initiative and the planBTV: South End planning effort that the Administration has helped to start is to recruit and retain socially responsible, tech-oriented businesses by providing the necessary infrastructure, zoning, and services to make necessary improvements along the Pine Street corridor while protecting the South End's residential neighborhoods and preserving the dynamic entrepreneurial culture.
50	Generate Increased User Fee Revenues from the Marina: Weinberger will add slips to the marina to generate more docking fees.	CEDO, P&R	Done	The Parks, Recreation & Waterfront Department implemented fee increases beginning in 2013 that generate about \$77,000 in new revenues annually. The Administration also secured voter approval of a new marina for the northern waterfront that is expected to generate over \$150,000 annually in new direct fees and taxes to the City, as well as generating substantial additional economic activity. The Administration also has secured a \$1.5 million federal grant for a new wave attenuator and marina in the Perkins Pier area that will generate additional fees and activity when built.
51	Reclaim Waterfront: Complete unfinished work of transforming industrial area into modern world-class waterfront, make the marina a top destination on Lake Champlain, expand number of marina slips available and improve facilities, public access, and connection between waterfront visitors and the City.	CEDO, P&R	Implemented and Ongoing	Following decades of voter rejection of waterfront plans, Burlington ran a public, transparent competition known as the Public Investment Action Plan (PIAP) throughout 2013 determining how to make nearly \$10 million in tax increment financing investments in our waterfront. 120 community ideas were winnowed to six catalytic investments, approved by 70 percent of voters on Town Meeting Day in 2014, and are scheduled to break ground this summer. The voters' support for up to \$9.6 million in bonding to support these TIF investments is conceptually anticipated to leverage approximately \$33 million of non-municipal direct investment, generate about \$15 million in annual, ongoing economic activity, and make dramatic improvements in public access to the waterfront, the connection between waterfront visitors and the City of Burlington, and the number of marina slips available in our harbor. The year-long process already has leveraged resources beyond the successful TIF investments. This summer, the City broke ground on the Waterfront Access North project intended to increase access to the northern waterfront and improve landscaping, environmental remediation, lake protection, and utility relocation.
52	Reclaim Waterfront: Extended boardwalk and public space link ECHO and the ferry dock with expanded marina facilities that include public shops and restaurants, as well as additional boat slips for both motorized and non-motorized boats.	CEDO, P&R	Implemented and Ongoing	As part of the public, transparent PIAP process conducted throughout 2013, nearly 70 percent of voters elected to support expanding the creation of new outdoor amenities, educational installations, and lake protection facilities on land surrounding the ECHO Lake Aquarium and Science Center, Leahy Center for Lake Champlain, including extending the existing boardwalk south toward Ferry site. One of the finalist boating improvement proposals developed for the competition, but not funded - a proposal from the Parks, Recreation & Waterfront Department to build a floating wave attenuator to improve marina facilities on the southern harbor by Perkins Pier - received a \$1.5 million federal grant in May 2014 to support its implementation.
53	Transportation: Restore the Bike Path while expanding the City's active transportation network.	CEDO, P&R, DPW	Implemented and Ongoing	Under Mayor Weinberger, the City has achieved significant progress toward the ambitious goal of rebuilding the entire lakeshore Bike Path. In November 2012, voters supported tax-increment financing (TIF) investments - which do not raise property taxes - to make much-needed repairs along the City's Bike Path following the flooding in 2011. This effort led to the completion of nearly \$2 million in repairs in the Mayor's first year in office and the creation of a voter-approved dedicated annual maintenance and improvement fund. In the fall of 2014, the City broke ground on the \$3 million upgrade and widening of the most-used section of the Bike Path using TIF funds. Complementing the work on the Bike Path, the City announced a new partnership to support the City's "Go for Gold" initiative to make Burlington a world-class walkable and bikeable City. That partnership includes AARP Vermont, Local Motion, the Burlington Business Association, UVM, the Department of Health, the Burlington Walk-Bike Council, and the Chittenden County Regional Planning Commission. These organizations have been focused on livability and active lifestyle issues for years in Burlington and across Vermont, and the new Go for Gold partnership will facilitate progress in planning and implementing new bike and pedestrian infrastructure across the City. Recent successes involving different partners include pedestrian infrastructure improvements along the Pine Street corridor, efforts to enhance the Champlain Parkway plan, a North Avenue Corridor Study that resulted in numerous pedestrian improvements and a bike lane pilot project, and the unanimous City Council endorsement of the City's first Walk-Bike Master Plan. Mayor Weinberger also increased the City's sidewalk budget by 82 percent in FY15 to support the effort to make the City more walkable, accessible, and livable.

	2012 Commitments	Department(s) Engaged	Progress as of April 2015	Action Steps Taken
54	Explore Expansion of the Business Improvement District: The Church Street Marketplace has successfully managed one of the country's finest pedestrian streets for 30 years. Weinberger supports the current effort to study an expansion of the Business Improvement District (BID) to better manage the pedestrian experience for a broader area of the downtown and improve the connection between Church Street and the waterfront.	Church Street Marketplace	Done	This exploration took place in consultation with the Burlington Business Association and the Church Street Marketplace, and the Administration and business community chose to focus on downtown parking improvements prior to turning to further consideration of expanding the Business Improvement District. Once the parking reforms have been fully implemented, the Administration anticipates taking another look at possible changes to the BID. The Administration has also taken further steps to improve the downtown pedestrian experience by securing approval of the Great Streets initiative on Town Meeting Day 2015.
55	Restore Trust: Give clear direction to City lobbyists and defend City interests with weekly briefings and monthly trips to Montpelier during legislative session.	City Attorney, Mayor's Office	Done	Throughout his term, Mayor Weinberger has been briefed weekly and made trips at least monthly (frequently more) during the legislative session to Montpelier to meet with legislators and defend Burlington interests. Mayor Weinberger also has been active as a board member of the Vermont League of Cities and Towns and as a member of the Vermont Mayors Coalition, which he helped strengthen into a significant advocacy group. The eight Vermont Mayors have united around important issues in their respective cities and successfully pushed for measures to strengthen the State's downtowns, reform the State's TIF program, reform mental health standards, and better protect Lake Champlain.
56	Improve Rental Housing Quality: Through enhanced enforcement and new collaborative efforts, including creating a tiered system of violations to increase the cost of repeated violations, and increased competition.	Code Enforcement	Done	Thanks to collaboration between the Mayor, City Council, and Code Enforcement Office, the City Council has established a new set of tiered penalties that increases the cost of repeat violations. The Administration and City Council have also revised City ordinances to now allow the Code Director to re-inspect problematic homes more quickly. At the direction of Mayor Weinberger, Code Enforcement also has led the implementation of SeeClickFix, an online tool that allows Burlington residents to collaborate with Code Enforcement and other City Departments to better report and address code violations in the City. The Mayor worked to develop a new Housing Action Plan aimed to address the affordability crisis in Burlington by, among other things, increasing the supply of downtown housing and improve the quality and maintenance of existing housing through increased competition. The appearance of streets near larger rental developments has also been improved as a result of the Mayor's initiative to replace uncovered recycling bins with covered totes, reducing windblown litter.
57	Improve Ability to Monitor City Progress	Code Enforcement	Done	At the direction of Mayor Weinberger, Code Enforcement has led the implementation of SeeClickFix, an online tool that allows Burlington residents to collaborate with Code Enforcement and other City Departments to better report and address code violations in the City.
58	Rental Housing Quality: Improve rental housing quality through reducing the backlog in housing minimum inspections.	Code Enforcement	Done	Under the leadership of the Mayor and the Code Enforcement Director, over the past three years the Code Enforcement Office has, for the first time, met the ordinance requirement of inspecting all rental units.
59	Rental Housing Quality: Explore implementing a landlord certification program, such as the popular program in Takoma Park, Maryland, to ensure landlord awareness of Burlington rental requirements and industry best practices.	Code Enforcement	Done	At the direction of Mayor Weinberger, Code Enforcement explored the Maryland program and did not find it directly applicable to Burlington. Code Enforcement has taken a number of steps to collaborate with and provide more support to landlords, including offering training meetings for landlords with other, well-established landlords who have earned a good reputation in our community and identifying and focusing on landlords who own properties that are the source of multiple violations.
60	Transportation: Better signage, subtle design changes, better observance of crosswalks, and potentially greater enforcement efforts.	DPW	Launched	The Weinberger Administration has pursued a number of improvements to the City's pedestrian infrastructure, including preparations to install new wayfinding signs around the downtown in the spring of 2015 after bidding the project in the fall of 2014, and the 2013 installation of six new pedestrian crosswalks on Pine Street with "rapid flashing beacons" to improve observance of pedestrian foot traffic by motorists. In addition, the City has made or is constructing new sidewalk improvements along Pine Street, Colchester Avenue, Flynn Avenue, and Cliff Street, and will be making intersection improvements at Pine and Lakeside that include new crosswalks and pedestrian signals. In addition, in February 2015, the Weinberger Administration worked with the City Council to pass a resolution calling for the first-ever Walk-Bike Master Plan to guide future infrastructure investments and is working with the the State and Federal Highway Administration to revise the design of the Champlain Parkway to improve pedestrian and bike safety on Pine Street.
61	Support Progress on Downtown Transit Center	DPW, CCTA	Implemented and Ongoing	Mayor Weinberger supported CCTA's effort to design and develop a new transit station in downtown Burlington, and signed an easement agreement with the Authority following the approval of the City Council in October 2014. CCTA is expected to break ground on the long-stalled project in the spring of 2015.
62	Support CCTA Service Enhancements, like Bus Tracking on Phones	DPW, CCTA	Launched	Mayor Weinberger has repeatedly conveyed this priority to CCTA and is monitoring the Authority's progress on this issue. The new General Manager at CCTA committed to Mayor Weinberger in her first meeting with the Mayor in February 2015 that adding GPS and farecard technology to CCTA buses is a now a high priority.
63	Progress on Expanded Bus Service	DPW, CCTA	Launched	Mayor Weinberger supports CCTA's acquisition of the property at 1 Industrial Parkway (abutting its current bus barn facility). CCTA's acquisition of the property would help facilitate the expansion of service in Burlington and surrounding communities, an important goal that the City previously assisted by transferring a \$2 million Federal grant to CCTA to expand its base of operations in Burlington's South End. The new transit station in Burlington's downtown - expected to be built beginning in the spring of 2015 - will also help CCTA's future growth.
64	Open Door Policy with City Council: Weinberger will establish a 100 percent open door policy for the City's elected representatives and convene regular, non-partisan opportunities for open and direct communication.	Mayor's Office	Done	Mayor Weinberger has made communication with the City Council and the public a high priority for his Administration. In addition to frequent individual meetings with Councilors, the Mayor routinely convenes meetings with the Democratic and Progressive caucuses to discuss and advance their priorities and issues, and holds regular public coffees where all members of the public are invited to come and share their ideas and concerns. Mayor Weinberger also has made it a practice to hold his monthly meeting with Department Heads at different locations around town - from the Airport to the Community Health Center on Riverside Avenue to Burton's headquarters - in order to make the entire City leadership more involved and exposed to different issues across the community.
65	Improved Communications with the Public and a Commitment to be Visible and Vocal: Weekly coffees to improve the public's accessibility to the Mayor, regular contributions to the <i>North Avenue News</i> , <i>Burlington Free Press</i> , regular attendance at NPAs and other organized groups, and a posted weekly calendar of the Mayor's public appearance schedule.	Mayor's Office	Done	Mayor Weinberger holds a weekly public coffee at the Bagel Cafe in the New North End where residents are invited to share their ideas and concerns. In addition to the weekly meeting at the Bagel, the Mayor holds public coffees in the Old North End and in the South End regularly. Mayor Weinberger also attends organized community meetings, including NPA meetings. For the most important City decisions, like the City's effort to revitalize the northern waterfront through the PIAP process, the Mayor has made an effort to attend NPA meetings in every Ward to explain the City's thinking and get feedback from the neighborhoods. Mayor Weinberger publishes a monthly column in the <i>North Avenue News</i> to provide an update on City progress and to highlight important upcoming events and decisions. He also has published in the <i>Burlington Free Press</i> , in addition to regularly talking on the record and working with <i>Free Press</i> , <i>Seven Days</i> , Vermont Public Radio, WCAX, WPTZ, VT Digger, and other print, radio, and digital reporters. Every week, Mayor Weinberger's public appearance schedule is updated on the City website, www.burlingtonvt.gov .
66	Regular Bi-monthly Press Conferences: Weinberger will hold bi-monthly press conferences and is committed to being accessible in a timely fashion to media inquiries. This commitment will make the Mayor more accessible to the media and, therefore, more accountable to the public the Mayor serves.	Mayor's Office	Done	Mayor Weinberger has kept his commitment to be accessible to the press in order to help improve his accountability to the public and thus help restore public trust in City Hall. His office holds press conferences regularly, and sometimes multiple times a week, though not on a strictly bi-monthly schedule as news and events occur irregularly. For a complete list of the Mayor's press conferences and media statements, please see www.burlingtonvt.gov/Mayor/Press .
67	Fire Anyone who Speculates with Public Money Immediately	Mayor's Office	Done	Mayor Weinberger has appropriately investigated reports of financial mismanagement and has taken action when circumstances warranted.

	2012 Commitments	Department(s) Engaged	Progress as of April 2015	Action Steps Taken
68	Restore Trust: The Mayor will lead by an effort to restore confidence in City Hall by improving communication to and from the public on his plans and positions, building partnerships, and restoring a culture of accountability to the Mayor's Office.	Mayor's Office	Done	Not only has Mayor Weinberger improved communication as described in other sections of this document by making himself available through public coffees, accessibility to the press, regular press conferences, and an open door policy, he has also modernized the City's social media presence, with different City Departments regularly using Facebook and Twitter, and an aggregated City Twitter feed that updates on the City's homepage. To improve public access and community engagement, Mayor Weinberger also established Burlington's Open Data Portal BTVData (data.burlingtonvt.gov) and supported the transition of City Council agendas and documents to the new and more accessible BoardDocs platform. Mayor Weinberger has consistently sought to build partnerships across the community to support City initiatives and ensure opportunities for public engagement and input. His efforts on housing and multi-modal transportation, for example, are supported by broad coalitions including AARP, environmental groups, the business community, bike and pedestrian infrastructure advocates, affordable housing organizations, and many others. Mayor Weinberger has made it a priority to restore a culture of accountability throughout City government, with regular check-in meetings with Department Heads, securing annual evaluations for his appointees from the City's Commissions, and by compiling this document tracking his different commitments as a candidate and the associated progress the City has made.
69	Within First 90 Days in Office, Make a Go/No Go Decision on Moran Plant. Reclaiming the Waterfront: Weinberger believes that the unfinished work on the waterfront must be completed. He also wishes to make the marina one of the top for boating destinations on Lake Champlain. To do this Mayor Weinberger plans to expand the number of slips in the marina and to improve the marina facilities. At the same time, improved marina facilities need to provide improved public access to our waterfront. Weinberger envisions a waterfront where an extended boardwalk and public space link ECHO and the ferry dock with expanded marina facilities that include public shops and restaurants, as well as additional boat slips for both motorized and non-motorized boats. Implementation of this long-standing plan will bring new visitors to the Burlington waterfront by boat and by land, increasing City revenues and strengthening the existing businesses and institutions already on the waterfront.	Mayor's Office	Done	91 days into his term (the 90th day was a Sunday) Mayor Weinberger announced a "no-go" decision on the Moran Plant plans developed by the prior Administration because of his concern about the feasibility and long-term viability of the approach and the level of financial risk the plan put on the City. Instead, Mayor Weinberger directed the development of the public, transparent PIAP process throughout 2013 to determine how to make nearly \$10 million in tax increment financing (TIF) investments in our waterfront. 120 community ideas were winnowed to six catalytic investments, approved by 70 percent of voters on Town Meeting Day in March 2014. The voters' support for up to \$9.6 million in bonding to support these TIF investments is conceptually anticipated to leverage approximately \$33 million of non-municipal direct investment, and generate about \$15 million in annual, ongoing economic activity. The investments will improve public access to the waterfront, enhance Waterfront Park, dramatically increase the number of marina slips available in our harbor, and resolve the future of the Moran Plant, which has now been abandoned for nearly 30 years. The City broke ground on this restoration of the Northern Waterfront during the summer of 2014.
70	Restore Trust: Lead all meetings with credit agencies until City's credit rating restored.	Mayor's Office	Done	Mayor Weinberger oversees the strategy and leads the presentation on major ratings actions. The Mayor's leadership on this issue has included making two trips to New York City to discuss the City's rating directly with credit agencies.
71	Restore Trust: Leadership from the Mayor to support collaboration and new partnerships among the talented members of our community.	Mayor's Office	Done	Collaboration with organizations outside of City government has been a hallmark of the Weinberger Administration. Successes of this approach include the partnership with the Burlington Business Association to reform our parking system, collaboration with AARP to change housing policies, work with Local Motion to improve our active transportation infrastructure and planning, collaboration with the new non-profit Generator to turn the basement of Memorial Auditorium into a makers space, and partnership with the United Way to create a promising new Burlington Early Learning Initiative. Mayor Weinberger has consistently sought to use his office to improve engagement across the community. This has included everything from substantial City initiatives - like the Public Investment Action Plan, which sought to focus the creative energy of the community on re-imagining and revitalizing the City's waterfronts - to taking a variety of steps to make public engagement efforts and the City's Boards, Commissions, and committees more inclusive.
72	A Top to Bottom Review of City Departments: Weinberger will meet with and review each City Department from top to bottom to assess the strengths and challenges of each of our City Departments and hold Department Heads/senior appointees accountable with clear metrics.	Mayor's Office	Done	In addition to requiring senior appointees to complete an annual self-evaluation that articulates their goals for the coming year and reviews progress on previously articulated goals, Mayor Weinberger meets multiple times a year with each appointee individually to measure progress and identify issues. These self-evaluations and one-on-one meetings, in addition to input from the relevant City Board or Commission where appropriate, serve as the basis of criteria for judging each appointee's progress. Mayor Weinberger also meets every month with all of the Department Heads at different locations around Burlington - from the Airport to the Community Health Center on Riverside Avenue to Burton's headquarters - in order to make the entire City leadership more involved and exposed to different issues across the community and transcend each individual Department's responsibilities. Department Heads also complete monthly evaluation reports tracking progress on major initiatives or matters of concern. In late 2014 Mayor Weinberger secured City Council approval for the new position of Chief Innovation Officer, whose duties will include working Citywide to create performance metrics to measure the progress of each Department.
73	Limit Use of Executive Sessions	Mayor's Office	Done	Mayor Weinberger has worked closely with the City Attorney and the City Council to minimize the use of executive sessions. Mayor Weinberger also issued an Executive Order on September 23, 2014 directing Department Heads to carefully follow the new Vermont Open Meeting Law rules created by the legislature in 2014.
74	Take Responsibility for Mistakes	Mayor's Office	Done	Mayor Weinberger has and will continue to take responsibility for mistakes. It is a privilege to serve as the elected leader of this great City, and that privilege comes with clear responsibilities.
75	Support for the Low Income Home Energy Assistance Program: Strong and vocal ally in support of the Low Income Home Energy Assistance Program (LIHEAP) for low income households to the Governor and the Vermont delegation.	Mayor's Office	Incomplete	The City supports the LIHEAP program and, separately, has made efforts to meet the goals of LIHEAP by expanding residential energy efficiency efforts and keeping residential electrical costs low. The Mayor remains a strong supporter of the LIHEAP program, and will look for additional opportunities to support the federal program in his second term.
76	Advisory Councils: Weinberger plans to tap local experts and leaders to provide vital perspectives to the Mayor's Office. Among the councils he anticipates establishing: a labor council, land use/environmental council, business and entrepreneurs council, human services council, and an advisory council on aging. These will be convened 2-4 times per year.	Mayor's Office	Reconsidered	At the beginning of his term, Mayor Weinberger explored creating new councils and did reconstitute the Advisory Committee on Accessibility and the Burlington Sustainability Partnership (from the Legacy Program) to engage Citywide environmental and equity issues. However, he found that engaging the business community, senior community, and labor community was best done through collaboration with existing groups (BBA, AARP, Local Motion, the public employee unions) instead of creating new councils.
77	Form-Based Zoning: Weinberger would support the effort that has recently begun at the Planning Commission to use form-based zoning.	P&Z	Launched	Mayor Weinberger has supported the implementation of form-based zoning, or form-based code, in Burlington. In October 2014, in collaboration with the City Council, the Administration clarified the goal of the form-based effort promoting and advancing new infill development and adaptive re-use in the downtown and waterfront areas that reflects Burlington's character and sense of place while taking advantage of limited opportunities for new development at modestly larger scales and densities where appropriate. The City Council's unanimous support of this plan also included a clear directive to reform and modernize Burlington's permitting process to provide clear and objective regulatory standards with a timely and predictable review process.
78	Make the City More Affordable and Livable: The Weinberger Administration will work hard on many fronts to bring down the high cost of living in Burlington by creating new housing options in the downtown, increasing the supply of student housing, and reducing the cost of maintaining, improving, and operating Burlington homes.	Mayor's Office	Launched	Mayor Weinberger has been focused on making Burlington more affordable by many means. The spring 2014 Downtown Housing Strategy Report documented that on average, Burlingtonians spend 44 percent of their income on rent, a very high figure compared to other cities. In response, the Weinberger Administration proposed in the fall of 2014 a 18-Point Housing Action Plan to continue the work towards this critical goal. Other initiatives - including the form-based code effort and the TIF initiatives along the waterfront and in the downtown - are aimed to increase investments in those areas and generate new City revenues. The City has made policy adjustments conducive to energy efficiency improvements, including implementing a SmartGrid system for BED customers (via the Energy Engage web portal) to identify and address costly periods of high energy use. This can lead to substantial savings for Burlington residents and BED customers.

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79	Federal Delegation: Much of the City's progress over the last 30 years stems from collaboration with our second-to-none Federal delegation. The City's relationship with and engagement of that delegation has suffered in recent years. Weinberger is committed to restoring these relationships in order to continue to secure federal funding and other support.	Mayor's Office	Done	Mayor Weinberger and his team have worked hard to restore relationships with the Federal delegation and to organize ourselves internally to make sure the City's outreach to the delegation is properly coordinated. Members of the delegation supported the City's successful \$1.5 million Boating Infrastructure Grant, and the long-term interest and support of Senator Patrick Leahy has helped the City continue improving the waterfront.
80	Pursue Increased Revenues through Growth in the Property Tax Base: The best way to address our municipal budget strains is to generate new resources through steady, modest growth in the City's property tax base – growth that is consistent with the City's character and values.	Mayor's Office	Done	Since Mayor Weinberger took office, revenues are up - particularly gross receipts revenues indicative of a strengthening local economy. The Administration's Housing Action Plan, form-based code, and the TIF initiatives along the waterfront and in the downtown are aimed to increase investments in those areas and generate new City revenues.
81	Take the Decisive Action Necessary to Restore Burlington to Sound Financial Footing	Mayor's Office	Done	The Weinberger Administration has been clear about the City's financial challenges and has been focused on solving them. Examples of this include the very public discussion of the City's acute over-reliance on short-term debt and related voter-passage of the Fiscal Stability Bond, the Mayor's open letter explaining in detail his financial reasoning for choosing not to pursue the Kiss Administration's Moran redevelopment plan, the 2014 State of the City discussion of the need for a 10- year capital plan, and the settlement of the Burlington Telecom lawsuit with Citibank. Through a number of efforts, including refinancing outstanding obligations at more favorable interest rates that will generate substantial savings for Burlingtonians over the long term and settling the Citibank lawsuit, Mayor Weinberger has worked to stabilize the City's finances and save taxpayers' money. Mayor Weinberger's Administration also has been making progress toward addressing 10 percent of the City's financial problems through savings and innovation measures, including technology improvements and cuts in the FY13, FY14, and FY15 general fund budgets equal to at least \$1.3 million. Some of these savings are permanent savings that will repeat in future budget years. The achievement of these savings was one of the reasons that the City was able to avoid property tax increases in FY13 and FY14. These efforts, and other management practice improvements, reduced the number of material weakness findings from 27 in FY12 to 9 in FY14. The FY14 audit documents major improvements in the City's financial position, including the City's first positive General Fund unassigned fund balance since 2009. The "unqualified opinion" issued by the auditor represents the first such designation since before the Burlington Telecom crisis. The auditor found that the City's internal controls and financial practices have dramatically improved.